COMMUNITY LIVING BRITISH COLUMBIA

2016/17 – 2018/19 SERVICE PLAN

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Accountability Statement

The *2015/16 – 2017/18 Community Living BC Service Plan* was prepared under the Board of Directors' direction in accordance with the *Budget Transparency and Accountability Act* and the *BC Reporting Principles*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of January 2016, have been considered in preparing the plan. The performance measures presented are consistent with CLBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of CLBC's operating environment, forecast conditions, risk assessment and past performance.

(Original signed by Tom P. Christensen)

Tom P. Christensen
Chair, Board of Directors
Community Living British Columbia

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Strategic Direction and Context

Strategic Direction

Community Living British Columbia (CLBC) is accountable to the Legislature through the Ministry of Social Development and Social Innovation, which allocates funding, oversees organizational performance, and establishes government's mandate, policy and priority direction for CLBC. The Ministry provides annual direction in a Mandate Letter and contributes to the development of CLBC's Service Plan and Annual Report.

CLBC's alignment with the provincial *Taxpayer Accountability Principles* and the *BC Strategic Plan* is reflected in its Performance Plan and *Strategic Plan*. CLBC's policies, processes and values align with the principles of cost consciousness (efficiency), accountability, appropriate compensation, service, respect and integrity.

Operating Environment

CLBC is a Crown Corporation funding supports and services to help eligible individuals meet their disability-related needs and participate in their communities in meaningful ways. There are two groups of individuals eligible for CLBC services:

- Adults with a developmental disability, and
- Adults diagnosed with a Fetal Alcohol Spectrum Disorder or an Autism Spectrum Disorder, and who have significant limitations in adaptive functioning.

The *Community Living Authority Act* and *Community Living Authority Regulation* outline eligibility criteria for both groups.

CLBC employees are responsible for planning and monitoring services. A range of residential, employment, community inclusion and respite services are delivered through contracted service providers and individualized funding agreements. CLBC ensures reliable third party service delivery through various quality assurance, contracting and financial mechanisms. A formal complaints resolution process, a whistleblower policy and an internal audit function provide further assurances of accountability and transparency in operations.

Demographic Trends and Caseload Growth

It is projected that by March 31, 2016, approximately 18,870 adults will be registered for CLBC services, an increase of 6.6% over the previous year, and 38.3% over five years. This increased demand for CLBC services is due to a number of factors including: general population growth; advances in health care and extended life expectancy; increased identification and referral rates of youth to CLBC by the school system; increased service requests by young adults leaving their family home and by adults with complex needs; and aging family members who need greater assistance with caring for their adult sons and daughters at home.

CLBC expects this growth rate to continue to increase by 5-6% annually for the foreseeable future. Overall, the number of individuals with a developmental disability served by CLBC is lower than the 1.05% estimated prevalence rate of developmental disabilities in the general population (based on an internationally accepted definition of developmental disability used by the World Health

Organization)[1]. Over time, CLBC expects its numbers to more closely match the estimated prevalence rate as more youth are now accessing CLBC supports when they turn 19.

Furthermore, individuals and families are seeking more person-centred, individualized services, effective in assisting individuals to achieve more meaningful involvement in their communities.

Increased Responsiveness and Sustainability

Worldwide there is an increased emphasis on demonstrating value for money in terms of cost and outcomes; government and communities expect a return on investment. CLBC is responding to changing trends in expectations and caseload growth through the strategic directions outlined in our *Strategic Plan*.

- **Enhance Participation and Citizenship** – CLBC will continue to shift its organizational approach to ensure staff, operations, training and service delivery processes are aligned to provide individualized, person-centred responses to individuals and families. Employment services under the Community Action Employment Plan (CAEP) and Services to Adults with Developmental Disabilities (STADD) will be a continued focus, because employment is an effective way of connecting individuals to communities; this work will include key partners, such as the Employment Program of British Columbia (EPBC). CLBC will also continue to increase flexible, customized and person-centred service options through individualized funding (IF) and home sharing.
- **Increase Sustainability** – CLBC will continue to implement initiatives that increase cost-effectiveness in service delivery, improve the quality of services and ensure equitable access to resources. Youth in transition to adult services will see expansion of STADD programs and opportunities. Continued implementation of the Strategy on Aging with the Ministry of Health, and learning from Older Adult STADD site, will inform best practices in serving an aging population with developmental disabilities across the province.
- **Promote Innovation and Resilience** – CLBC will continue to explore innovative ways to support service excellence and a sustainable service delivery system. This will include streamlining resource allocation to individuals through Lean processes, and work under Advancing New Support Options (ANSO), which applies user-driven design in the development of more responsive services. IT activities will increase staff efficiencies by automating organizational processes.

Regional Reorganization

CLBC is completing changes to its operating environment in 2016/17 through a reorganization of its regional operations. The new organizational structure will help to improve efficiency, manage continued growth, support timely decision making and increase sustainability.

[1] This figure is provided as the prevalence rate for developmental disabilities only and does not include PSI.

Performance Plan

Goals, Strategies, Measures and Targets

CLBC's Performance Plan describes what CLBC intends to accomplish over the next three years using available financial resources. It establishes a balance between significant financial and non-financial activities and will help CLBC achieve its mandate. The Plan indicates how CLBC is in alignment with the strategic direction set by government in the 2016/17 Mandate Letter and in the *Taxpayer Accountability Principles*. It details how CLBC will ensure accountability and achieve its goals by applying key strategies to meet performance targets. CLBC will report year one results in its 2016/17 Annual Report.

CLBC has made significant changes to its Performance Plan this year to more closely align goals, strategies, performance measures and targets with an evolving Strategic Plan, and to effectively measure critical aspects of CLBC's performance. Although strategies and performance measures are assigned to specific goals, in many instances they apply to more than one goal, such as those related to employment supports. Most of the performance measures are new. Targets to measure performance can be set for most of the new measures with available data. Additional performance measures will be added over the coming few years.

Goal 1: Effective Services

Effective Services enhance an individual's quality of life. They are innovative, flexible, individualized and cost-efficient in responding to the disability-related needs and personal goals of eligible adults.

Part of CLBC's mandate includes promoting choice in how needed supports and services are delivered, assisting adults to achieve maximum independence while living full lives in their communities, and promoting innovation to find more effective ways of supporting adults.

This goal reflects the service and cost consciousness principles of the *Taxpayer Accountability Principles*, and contributes to the *Safe Communities, Strong Families* and *Healthy Citizens* strategies of the *BC Strategic Plan*.

Strategies

- Implement solutions to increase access to and use of individualized funding and person-centred societies.
- Continue to use include Me![2]
- Develop solutions for better serving people with multiple complex support requirements.
- Develop and implement options to increase use of supported living services.

[2] CLBC quality of life framework and measurement tool, to improve individuals' quality of life.

Performance Measures for Goal 1: Effective Services

Performance Measures	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
1. Number of individuals receiving services through person-centred societies or IF agreements over $6,000 [3]	904	974	1060	1145	1295
2. Percentage of individuals receiving residential services who choose to live in person-centred settings (no more than 2 people in home) [4]	63%	64%	65%	66%	67%

Data Sources:

[3] Data sources for individualized funding and person-centred societies are the PARIS information management system and CLBC's accounting systems. Regular data quality audits occur on key components of the PARIS information management system. Accounting systems are subject to internal and external audit processes.

[4] The data source for this measure is the My Workplace contract management system; data is validated through regular contract management processes.

Discussion

These two performance measures reflect CLBC's ability to provide person-centred supports and services.

The first performance measure combines the individualized funding (IF) measures from the 2015/16 - 2017/18 Service Plan and now only measures where individuals receive $6,000 or more through this payment option. $6,000 was chosen both because it is the threshold separating simplified and standard individualized funding, and because it represents individuals administering substantial disability supports versus the more prevalent direct funded respite, focused on supporting family caregivers. It also now includes individuals accessing services through person-centred societies[5] because of their individualized approach to service delivery. Research demonstrates that individualized funding can help individuals to secure more person-centred, responsive options because the individual has greater control over design and deployment of supports, including how their community living needs are best met.

Growth in the use of IF has been slow as CLBC has been learning what factors impact the success of this funding mechanism. The future targets anticipate slow growth for approximately two years as changes begin to be implemented, with a more notable increase in use in 2018/19.

The second performance measure was also included in the previous Service Plan to measure CLBC's operational efficiency. It has been moved to the Effective Services goal because it is better aligned with person-centred residential choices and not necessarily as a way to contain costs. In recent years people have increasingly chosen person-centred, individualized models, such as shared living or supported living, where a paid caregiver plays a support role and family members, friends and neighbours often provide natural supports. This enhances the person's quality of life.

[5] A person-centred society is a not for profit society established solely to support one individual. CLBC supports individuals by contracting with the society to provide disability-related supports.

A baseline of 58% was established in 2009/10 for this measure and, in recent years, growth has been slow. Targets project continued slow growth as CLBC develops and refines additional capacity to support individualized residential services, while ensuring stability for individuals already served in staffed residential services.

Goal 2: Responsiveness to Individuals and Families

This goal reflects the importance CLBC places on responding to the needs, choices and concerns of individuals and families supported through CLBC funding.

Responsiveness is about services meeting the needs and circumstances of individuals and families, and adapting service delivery approaches to changing expectations and trends. CLBC is continually learning through ongoing dialogue with stakeholders – including individuals, families, community members, service providers, government partners and community partners – about operational changes, policy directions and new initiatives.

Responsiveness is also about adapting service delivery to shifting conditions and expectations.

This goal reflects the integrity, respect, accountability and service principles of the *Taxpayer Accountability Principles*, and contributes to the *Safe Communities*, *Strong Families* and *Healthy Citizens* strategies of the *BC Strategic Plan*.

Strategies

- Strengthen CLBC's Quality Framework to enhance its person-centred approach and work with service provider partners to provide effective and sustainable services.
- Complete reorganization of regional operations to increase responsiveness through timely decision-making.
- Engage in continuous quality improvement by ensuring standards for unaccredited service providers are followed, and implementing recommendations from formal reviews such as the CLBC Home Sharing, the Personalized Supports Initiative and the CLBC Critical Incidents Reviews.
- Implement CLBC's Human Resources strategy to enhance staff responsiveness, accessibility and engagement with stakeholders. CLBC employees comply with a Code of Conduct as a condition of their employment and are required to adhere to CLBC's *Conflict of Interest Policy*.

Performance Measures for Goal 2: Responsiveness to Individuals and Families

Performance Measure	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
3. Percentage of individuals & families that understand what support options are available prior to completion of their plan.[6]	----	----	Establish Baseline	TBD	TBD
4. Percentage of complaints resolved within the timeframes set out in the CLBC Complaints Resolution Policy.[7]	39%	50%	60%	70%	80%

Data Sources:

[6] No data is currently available. Baseline data will be established in 2016/17 through a targeted survey.

[7] Data source for this measure derived from the CLBC Complaints Tracking System.

Discussion

These performance measures reflect CLBC's responsiveness to individuals and families during planning and in response to concerns.

The third performance measure is new. It measures how well CLBC supports individuals and families to understand what funded services and natural community supports are available to them before they begin the formal CLBC planning process. When people are fully informed about what supports are available, they are better equipped to make choices to best enhance their quality of life. Baseline data will be collected in 2016/17 and performance measure targets will be set in next years' Service Plan.

The fourth measure replaces two measures from the previous Service Plan. This new measure will continue to provide information on how well CLBC responds to concerns by tracking whether formal complaints are resolved within the required timeframes set in CLBC's *Complaints Resolution Policy*. Addressing concerns in a timely manner is important to CLBC, which is why each of the four stages of the resolution process has a short time limit for resolving complaints. Our targets over the next three years are aggressive and reflect CLBC's commitment to improving accountability and response rates.

Goal 3: Community Engagement

Community engagement is fundamental to supporting people to achieve fulfilling lives. Home, friends, meaning and belonging are all dependent on community connections, which in turn are dependent on welcoming communities. People's participation in, and contribution to, community are the most powerful agents to promote welcoming communities.

CLBC supports individuals to actively engage in their community, and to access natural supports through inclusive employment and opportunities available to all community members. Individuals who have strong interpersonal relationships experience greater quality of life, through opportunities to share their talents and gifts, and inclusion in their community as full citizens. For example, having a job with real pay enhances a person's well-being and personal development.

CLBC additionally supports its Community Councils, composed of self-advocates and stakeholders, bringing together citizens and engaging communities.

This goal reflects the service and cost consciousness principles of the *Taxpayer Accountability Principles*, and contributes to the *Safe Communities*, *Strong Families* and *Healthy Citizens* strategies of the *BC Strategic Plan*.

Strategies

- Increase percentage of CLBC eligible individuals participating in inclusive employment through implementation of the Community Action Employment Plan.
- Explore a new CLBC service option that will balance employment related supports with meaningful community inclusion, skill development and strengthening of informal networks.
- Improve the person-centred planning process to increase individuals' and families' awareness of community engagement opportunities.

Performance Measures for Goal 3: Community Engagement

Performance Measures	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
5. Percentage of all individuals served reporting current employment income [1]	21%	22%	23%	24%	25%
6. Percentage of all newly eligible individuals with requests for employment [2]	24%	25%	25%	28%	31%

Data Sources:

[1] Data source for this measure is the number of CLBC eligible individuals younger than 65 years reporting employment income with BC Disability Assistance.

[2] Data source for this measure is the Request for Service List, which is generated by the CLBC information management system.

Discussion

Both of these performance measures are new and reflect CLBC's focus on employment as a means for individuals to participate more fully in their community. Targets are based on data collected by CLBC in recent years.

The fifth measure accounts for the percentage of people eligible for CLBC funded services who report employment income through BC Disability Assistance[10]. CLBC launched the Community Action Employment Plan in March 2015 to coalesce and focus provincial stakeholder efforts on producing employment results, the work continues with partners across the province.

CLBC and its community partners have reviewed lessons from the first two years and are refocussing efforts for the next three years. The target for employment participation has increased from 5,300 to 7,000, which will represent approximately 20% of CLBC eligible individuals under 65.

The sixth measure tracks the percentage of people who submitted requests for employment services 6 to 18 months after confirmation of their CLBC eligibility. It is an indicator tracking a desire to

[10] Note that this measure may exclude individuals who have exited BC Disability Assistance or who may not be reporting their employment income. It is also subject to variation resulting from policy changes or changes in administrative practices related to BC Disability Assistance.

participate in their community by having a job. Increasing the number of individuals who want to pursue work is one of the objectives in the Community Employment Action Plan.

Targets for increasing participation in work recognize that progress will require a shift in attitudes and behaviours, including those of CLBC staff, service providers, government partners (Ministries of Education and Children and Family Development), and families. These shifts occur slowly; consequently, CLBC expects results to show steady but slow growth.

Goal 4: Stewardship

Stewardship reflects CLBC's overall effectiveness in managing its resources and accountability to stakeholders.

CLBC is committed to stewardship by ensuring that resources are well managed to meet the needs of individuals and their families. Good management means an engaged workforce, effective partnerships, transparent processes, accountability for financial expenditures, monitoring services and delivering outcomes. CLBC is committed to maximizing quality supports and services and ensuring value for money spent.

CLBC is accountable through open board meetings, as well as documents published on its public website, such as organizational policies, Annual Service Plan Reports and other reporting. CLBC works with government and partners to identify and support innovation and strategies within CLBC and the broader sector, this includes addressing issues of long-term sustainability and priorities identified at the BC Community Social Services Innovation and Sustainability Roundtable.

This goal reflects the principles of accountability, cost consciousness and appropriate compensation from the *Taxpayer Accountability Principles*, and contributes to the *Safe Communities, Strong Families* and *Healthy Citizens* strategies of the *BC Strategic Plan*.

Strategies

- Ensure quality of services funded by CLBC by developing a Monitoring Framework.
- Continue to advance a one-government approach by: championing the *Services to Adults with Developmental Disabilities* initiative, ensuring resources of the Employment Program of BC benefit CLBC eligible job seekers, and working with Ministry of Health representatives to improve the delivery of Added Care to CLBC eligible individuals.
- Enhance equitable access to CLBC services across BC through regional resource allocation processes that support informed, fair and consistent decision-making about allocation of CLBC funded services.
- Enhance effectiveness and efficiency of administrative processes by implementing CLBC's Information Technology Strategy, and making work flow changes to processes such as resource allocation.

Performance Measures for Goal 4: Stewardship

Performance Measure	2014/15 Actual	2015/16 Forecast	2016/17 Target	2017/18 Target	2018/19 Target
7	Average number of individuals who have a priority ranking score of 50 or more that needs a service request and who have had no service in the past 6 months [1]	152	110	100	90	90
8	Overall employee engagement measure [2]	N/A[3]	N/A	65	N/A	65
9	Percentage of individuals served reporting current employment that received employment for a period of one year or more [4]	------	------	Establish Baseline	TBD	TBD

Data Sources:

[1] Data source for this measure is the Request for Service (RFS) through the RFS Information management system. It represents the average of the point in time measure for each quarter.

[2] For data source for this measure is the annual Employee Engagement Survey. We plan to survey employee engagement biannually, starting in 2016/17.

[3] The most recent employee engagement survey from 2013/14 was used to establish a 2015 baseline.

[4] Data source for this measure is the CLBC service reporting & management system.

Discussion

All of these performance measures are new and reflect CLBC's focus on accountable and sustainable service delivery.

The seventh performance measure is meant to give an indication of CLBC's ability to effectively manage resources and meet more people's support needs. The measure identifies the average number of individuals who have a priority ranking score of 50 or greater, are not in receipt of any CLBC services, and whose request for services has remained outstanding for six months or more. The priority ranking score is derived from the Request for Service Priority Tool, an instrument developed by CLBC. It considers an individual's current support needs in the context of their current support system (family, services, community, etc.) to gauge their relative priority for services. While not every individual will always require services, we anticipate that most individuals with a score of 50 or more are in need of some services. Note that many individuals with priority ranking scores of less than 50 receive services each year.

The eighth performance measure reflects employee engagement. Research shows that engaged employees who are satisfied with their organization and their job, and who are loyal and committed, are more productive and provide higher quality services. In a service delivery organization, customer relationships are essential and employee engagement is a critical element of good service. The last employee engagement survey was conducted in 2013/14, and CLBC has since put emphasis on engaging employees in initiatives directly impacting their work. Examples include implementation of the new program contract management system (My Workspace), regional reorganization and planning for individuals with complex support needs. As a result, CLBC expects the employee engagement measure to increase. the next survey is in 2016/17.

The ninth performance measure reflects the cost-effective value of employment supports. The costs of supporting a CLBC eligible individual in paid employment are highest before and at the start of their work. This is due to efforts involved in job search and development, provision of extra assistance to learn the job, and building ongoing natural supports at the worksite. After the individual is working, supports and costs decrease; there is also a significant return on investment if an individual is able to retain employment for a one year or more. Collection of this data started in 2015/16 and will be available to set a baseline for 2016/17.

Financial Plan

Summary Financial Outlook

Table 1 shows the budget and financial plans for the years 2016/17 to 2018/19 compared to the actual results for 2014/15 and the forecast for 2015/16.

Table 1 - Summary Financial Outlook

$ millions	2014/15 Actual	2015/16 Forecast	2016/17 Budget	2017/18 Plan	2018/19 Plan
Revenue					
Contributions from the Province					
Government Transfers	796.6	834.9	879.7	888.7	929.4
Restricted - Operating	9.7	3.4	-	-	-
Restricted - Capital	(3.9)	(3.1)	(3.0)	(3.5)	(3.2)
Net Operating Contributions	802.4	835.2	876.7	885.2	926.2
Cost Sharing Agreements with Health Authorities	14.2	15.0	15.3	15.6	15.9
Interest and Other Income	1.5	1.4	1.4	1.4	1.4
Amortization of Deferred Capital Contributions	3.7	2.8	3.4	3.8	3.9
Total Revenue	821.8	854.4	896.8	916.0	947.4
Expenses					
Supports and Services					
Developmental Disabilities Program	743.1	774.5	810.2	827.2	855.5
Personalized Supports Initiative	16.5	20.4	23.7	25.3	28.1
Provincial Services	4.8	4.9	4.9	4.9	4.9
Total Supports and Services	764.4	799.8	838.8	857.4	888.5
Regional Operations and Administration	53.6	51.7	54.5	54.5	54.5
Amortization of Tangible Capital Assets	3.8	2.9	3.5	4.1	4.4
Total Expenses	821.8	854.4	896.8	916.0	947.4
Annual Surplus/ (Deficit)	-	-	-	-	-
Accumulated Surplus	3.7	3.7	3.7	3.7	3.7
Capital Expenditures	3.5	3.9	4.2	4.8	3.7

Contributions from the Province

The Provincial Government provides contributions to CLBC through transfers made under a Voted Appropriation within the Ministry of Social Development and Social Innovation. Government Transfers increase by $45 million between 2015/16 and 2016/17 as the result of funding for caseload ($36 million); Economic Stability Mandate ($7 million); and the Economic Stability Dividend ($2 million).

Contributions from the Province consist of funding for operating expenditures and funding restricted for capital expenditures. Some of the funding for operating expenditures may be restricted for specific purposes. Restricted operating funding is recognized as revenue as related expenditures are incurred.

Cost Sharing Agreements

B.C. Health Authorities contribute to the costs of providing services to individuals who are eligible for Extended Care Supports.

Program Services

Developmental Disabilities (DD) and Personalized Supports Initiative (PSI)

Supports and services are provided to individuals and their families through contractual arrangements with service providers across the province.

The rate of caseload growth for 2014/15 was 6.3 per cent, slightly down from the 7 per cent average over the prior four years. This brought the total number of individuals eligible for services at March 31, 2015 to 17,697. The caseload growth rate is forecast to be 6.6 per cent in 2015/16, reducing to 6.0% in 2016/17.

With the increased funding made available to CLBC for 2016/17, CLBC plans to maintain ongoing services implemented in prior years and provide new services or required support increases to approximately 2,600 individuals in 2016/17, compared to the 2,800 forecast for 2015/16.

CLBC's regional management monitors budgetary commitments on a multi-year basis, taking into account the impact of support commitments in both the current and future years. Contracted services are monitored by CLBC staff members, who work with service providers to ensure that supports provided are appropriate to each person's disability-related needs and are delivered in a cost-effective manner. Savings arising from these processes supplement the funding available to address service demand.

Despite inflationary pressures on the cost of service provision, through changes in service mix, and prudent service monitoring and contract management, CLBC's overall average cost of supports and services per supported individual has been reduced from $46,000 in 2011/12 to a forecast $43,500 in 2015/16. This average cost is predicted to decline further to $43,000 in 2016/17.

Provincial Services

CLBC operates the Provincial Assessment Centre and oversees some minor centralized programs, the budgets for which are expected to be stable going forward.

Regional Operations and Administration

Regional Operations and Administration costs include regional facilitators who work directly with individuals and families to connect them to their communities, provide planning assistance and facilitate access to community services. Other regional staff are responsible for the procurement and monitoring processes that are pivotal to cost effective service provision and the monitoring of outcomes for individuals.

Management Perspective on Future Financial Outlook

It will be challenging to fully address the range of disability-related needs of the individuals eligible for services within the available resources in the upcoming three years. CLBC continues to constrain the costs of regional operations and administration while working with the Ministry on strategies to ensure CLBC services remain sustainable. Table 2 summarizes the identified risks related to the financial plan.

Table 2 - Responding to Financial and Operational Risk

Identified Risks	Mitigation Strategies
Some individuals may not receive all of the supports they require as demand may be higher than can be addressed within available resources	CLBC responds to service demand through informed, fair and consistent decision-making. CLBC works with social service ministries and sector partners to support initiatives that address issues of long-term sustainability.
In more cases than anticipated, the capacity of families to care for adult children at home may be diminished as care-givers age and care requirements increase, adding to current service demand estimates	CLBC provides respite and other services for families to enhance their resilience
CLBC may not have the capacity to meet day to day operational requirements due to workload pressures related to increased service demands	CLBC is enhancing its capacity through the use of technology, a refinement of its organizational structure, workload efficiencies, staff training, and strategic implementation of projects

Capital Plan

Capital expenditures include leasehold improvements to support the implementation of leading workplace strategies; information system investments to enhance operational efficiencies; and vehicles and equipment necessary for CLBC's operations. Contributions from the Ministry restricted for capital purposes are deferred and recognized as revenue over the life of the related capital assets.

Appendices

Overview of Community Living BC

CLBC is committed to changing and improving what we do to ensure eligible individuals have the support they need, when they need it, to lead full lives. CLBC is a learning organization committed to listening to and learning from community stakeholders, in addition to transparency. CLBC values the perspectives and concerns of individuals and their families, Community Councils, service providers, government and community partners. Click here to learn more about CLBC.

Corporate Governance

The CLBC Board of Directors ensures that CLBC complies with government's mandate and policy direction, financial and other policies, and applicable legislation. Its responsibilities include functions around: strategic planning, risk management, monitoring organizational and management capacity, controls, ethical frameworks, values and communications. Click here to learn more about corporate governance at CLBC.